Highlights of PPBE09 Planning Guidance:
OHC Team Integration Workshop
March 29, 2007

What is PPBE?

- NASA's policy is to utilize PPBE as an agency-wide process for aligning resources in a comprehensive, disciplined, top-down approach that supports the agency's vision and mission.

- The PPBE process is designed to take an analytical approach to decision-making. The benefits of PPBE are:
  - A focus on ensuring successful implementation of the strategic goals
  - Strong emphasis on a high-level, multi-year structured analysis of alternatives and capabilities
  - Clearly defined roles and responsibilities
  - Complete and integrated budget process outputs
  - Strong emphasis on performance and resource management
  - Less repetitive calculation of budget details
  - Timely, high-quality budget support of NASA's mission
  - A stable funding baseline plan to expedite and streamline funds distribution

** From the Financial Management Requirements, Volume 4. Planning, Programming, Budgeting and Execution dated July 2006

PPBE Process

- The process begins with senior management developing strategic planning guidelines, which are then translated into actionable programs by the analysis of resource requirements and development of budget documents, including justification data and supporting narratives, and followed by the implementation of fully executable Agency Operating and Agency Execution Plans.

- Planning Phase: The agency's planning activities include analyzing changing internal and external conditions, trends, threats, and technologies that will affect NASA; examining alternative strategies for adjusting to these changes and conditions; and defining long-term strategic goals, multi-year outcomes, and short-term performance goals that will challenge and enable the agency to achieve its mission.

- Programming Phase. The Programming Phase encompasses the definition and analysis of programs and projects, together with their multi-year resource implications, and the evaluation of possible alternatives, including a risk assessment of each option. Programming also serves to balance and integrate resources among the various programs according to identified priorities.

- Budgeting Phase. The Budgeting Phase includes formulation and justification of the budget to OMB and Congress.

- Execution Phase. The Execution Phase is the process by which financial resources are made available to agency components and managed to achieve the purposes and objectives for which the budget was approved.
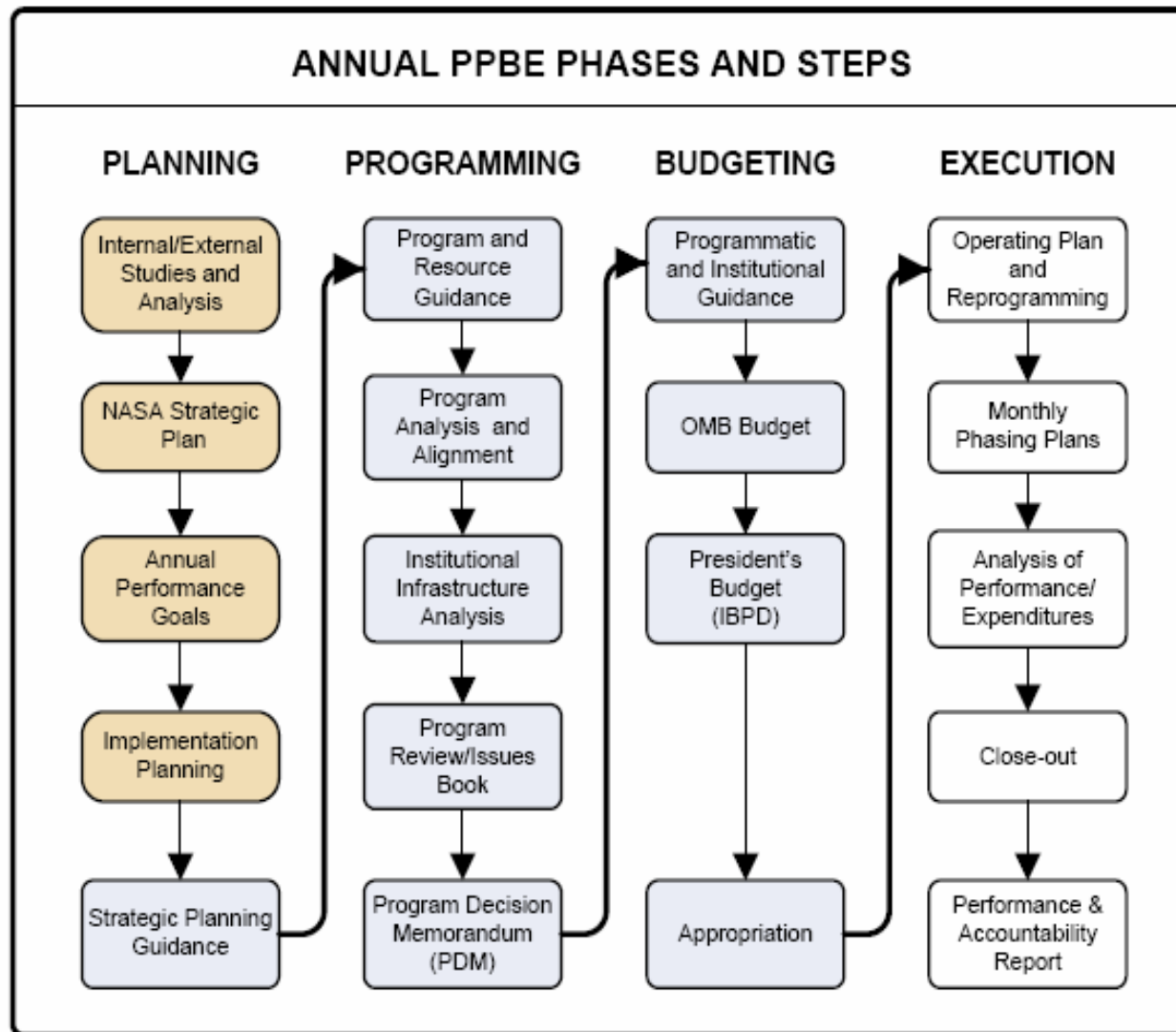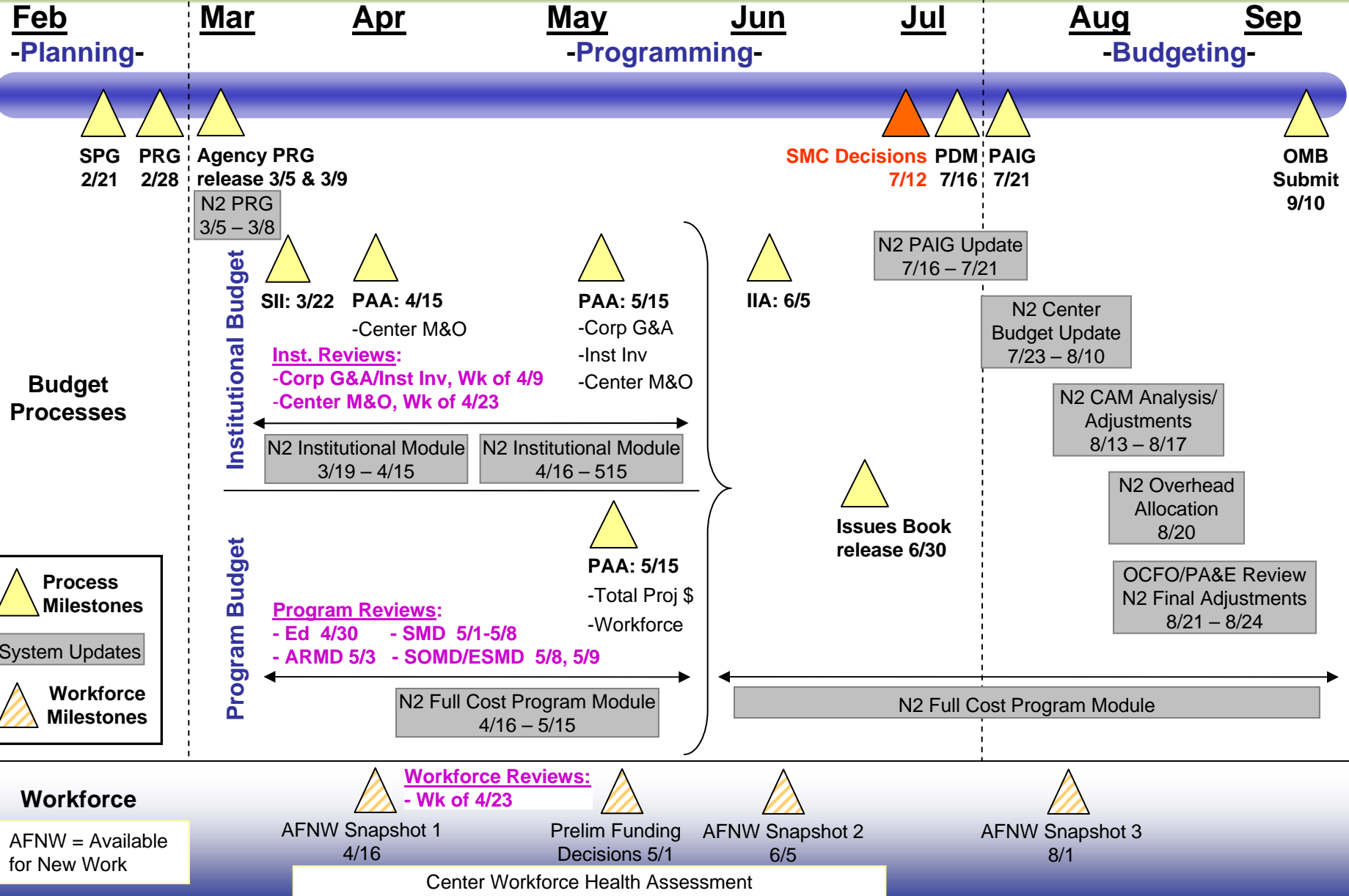
PPBE Phases and Steps

Figure 1-1, Annual PPBE Phases and Steps

FY 2009 PPBE Schedule

Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
-Planning-			**-Programming-**			**-Budgeting-**	

SPG 2/21 **PRG 2/28** **Agency PRG release 3/5 & 3/9**

SMC Decisions 7/12 **PDM 7/16** **PAIG 7/21**

OMB Submit 9/10

N2 PRG 3/5 – 3/8

Budget Processes

Institutional Budget

SII: 3/22

PAA: 4/15
-Center M&O

Inst. Reviews:
-Corp G&A/Inst Inv, Wk of 4/9
-Center M&O, Wk of 4/23

PAA: 5/15
-Corp G&A
-Inst Inv
-Center M&O

IIA: 6/5

N2 PAIG Update 7/16 – 7/21

N2 Center Budget Update 7/23 – 8/10

N2 CAM Analysis/ Adjustments 8/13 – 8/17

N2 Overhead Allocation 8/20

OCFO/PA&E Review N2 Final Adjustments 8/21 – 8/24

N2 Institutional Module 3/19 – 4/15   N2 Institutional Module 4/16 – 515

Program Budget

PAA: 5/15
-Total Proj $
-Workforce

Program Reviews:
- Ed 4/30   - SMD 5/1-5/8
- ARMD 5/3   - SOMD/ESMD 5/8, 5/9

Issues Book release 6/30

N2 Full Cost Program Module 4/16 – 5/15

N2 Full Cost Program Module

Legend
△	Process Milestones
▭	System Updates
△	Workforce Milestones

Workforce

Workforce Reviews:
- Wk of 4/23

AFNW = Available for New Work

AFNW Snapshot 1 4/16

Prelim Funding Decisions 5/1

AFNW Snapshot 2 6/5

AFNW Snapshot 3 8/1

Center Workforce Health Assessment

Workforce Planning Approach

- As part of Agency Workforce Governance, 3 workforce snapshots will be done through the PPBE Process this year to understand workforce issues and specifically address Available for New Work (AFNW).
- Agency general process:
  - Centers submit WIMS data (competencies by project)
  - HQ team confirms guideline, forecasted, and additional possible work
  - HQ team provides (1) pre-populated spreadsheets of confirmed work, and (2) attrition planning model – to yield Available for New Work (AFNW)
  - Centers assess AFNW into 3 categories:
    - No future requirement; near term requirement; long term requirement
  - HQ/Centers work together to negotiate AFNW in each category   ⎤ Throughout
  - HQ/Centers work together to develop AFNW solutions   ⎬ snapshots #2
                                                                                              ⎦ and #3
- Established Workforce Planning Working Group, lead by Workforce Planning "Triad"
  - Workforce Planning Triad comprised of Directors of OSAC, CFO, OHC
  - Workforce Planning Working Group comprised of senior reps from orgs who can address multiple dimensions of workforce planning (numbers, competencies, measures, character, etc.).
    - Manages analysis, coordinates any necessary changes to database or spreadsheets
    - Prepares workforce information for CMO briefing
    - Answers questions of "Measures of Workforce Capability" scalability, availability, proficiency, sufficiency, sustainability, utilization for Institutional Infrastructure Analysis (IIA) submission
    - Performs "top down" analysis of workforce information

Workforce Snapshot Timeline

Snapshot 1

3/9	Organizational WIMS input due (includes AFNW identified in 3 categories)
3/10 – 3/17	Review by Working Group and Executive leadership
3/17	WIMS data submission to HQ
3/28	Feedback received from HQ on data (spreadsheets including attrition projections)
3/29 – 4/20	Working Group manages analysis of feedback, coordinates necessary changes, and prepares CMO briefing
4/16	Updates to spreadsheets provided back to HQ
4/23	CMO briefing (includes AFNW discussion)

Snapshot 2

5/15	Receive Program Analyses & Alignment (PAA) feedback from Mission Directorates, Programs, and Institutional
5/16 – 6/4	Working Group oversees necessary HQ spreadsheet updates
5/16 – 6/4	Working Group answers "Measures of Workforce Capability" questions
6/5	Strategic Planning Council (SPC) review of required formats/responses for Institutional Infrastructure Analysis (IIA) submission

Snapshot 3

7/12 – 7/21	Receive Strategic Management Council (SMC) decisions/feedback via Program Decision Memorandums (PDM's) and Programmatic and Institutional Guidance (PAIG)
7/22 – 7/23	Working Group oversees necessary WIMS database updates
7/23	Complete WIMS update for final AFNW status

PPBE: OHC Effects

- The strategies developed and implemented as a result of the PPBE Process will affect the following:
  - The competencies recruited, hired, and trained.
  - The decisions regarding civil service vs. contractor positions, roles, and responsibilities (aka make or buy decisions)
  - The type and level of training and development needed for the workforce to achieve NASA's mission successfully